

APPENDICES

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APPENDIX 1

METHODOLOGY FOR CALCULATING SPANS OF CONTROL

Organizational Layers	The number of organizational layers is the maximum number of layers that any one individual within the department would have to report through to reach the top manager (i.e., department director), plus the line (i.e., nonsupervisory) layer.
Average Span of Control	<p>The average span of control indicates the average number of subordinates supervised by any one individual. It was calculated by dividing the total number of staff supervised at any level within the department by the total number of management staff. This calculation includes those staff with direct subordinates both as staff supervised and as management, except at the highest level because the department director does not report to any other individual within the department. Management staff who did not have direct subordinates were included as nonsupervisory staff for purposes of calculating the span of control.</p> <p>The average span of control for the Parks Department presents an additional complication due to the high number of extra help staff and volunteers. While these staff are an integral part of the department's organizational structure, the number of these staff fluctuates greatly throughout the year due to varying seasonal demands. Audit staff therefore calculated the average span of control in three ways: (1) including the annual full-time equivalents of extra help and volunteer staff, (2) without extra help or volunteer staff, and (3) including the top range of extra help and volunteer staff identified for each classification. While all three calculations are shown in Appendix 5 to present as accurate a picture of the Parks Department as possible, the first calculation (i.e., all staff converted to their full-time equivalents) was used as the basis for comparison of changes in the span of control. This calculation recognizes that extra help and volunteer staff are significant to the department but also prevents the large number of extra help and volunteer staff from skewing the span of control ratios.</p>
Management as a Percentage of Total Personnel	Management as a percentage of total personnel indicates the percentage of the total positions that were management positions. It was calculated by dividing the total number of management staff by the total number of nonmanagement staff.
Ratio of Employees to Management	The ratio of employees to management indicates the number of nonmanagement employees for each individual with managerial, supervisory or lead responsibilities. This ratio is an aggregate measure of all management staff, whether at the manager, supervisor or lead level, to all nonmanagement staff. It was calculated by dividing the total number of management staff by

APPENDIX 1 (Continued)

the total number of nonmanagement staff. The ratio of employees to management and each of the other ratios were reduced to a "1:XX" ratio, although the "1:" is not listed to eliminate redundancy.

Ratio of Direct Subordinates per Manager

The ratio of direct subordinates per manager identifies the span of control at the managerial level by showing the average number of staff supervised by each manager. It was calculated by dividing the total number of staff who reported directly to managers by the total number of managers.

Ratio of Direct Subordinates per Supervisor

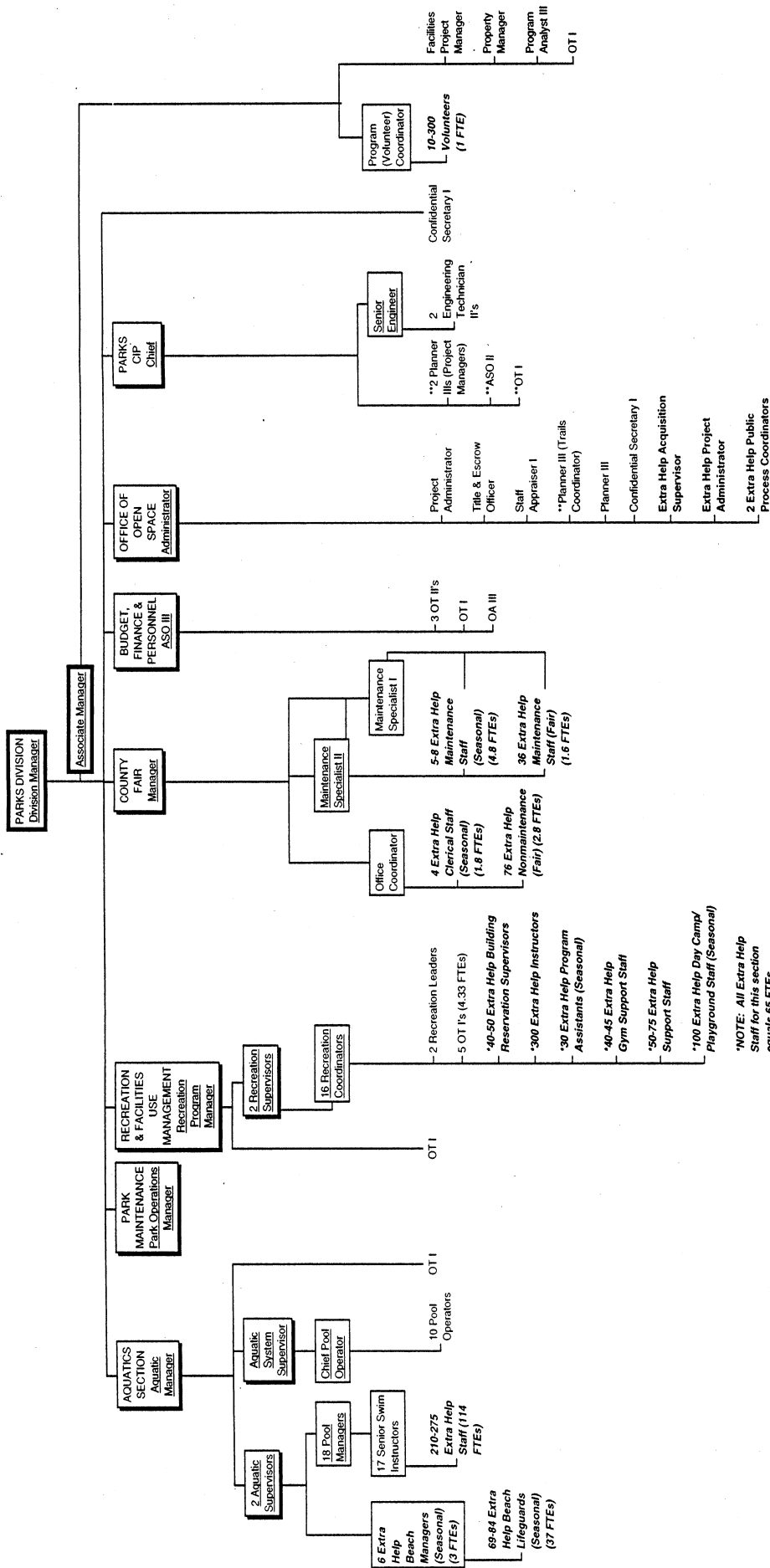
The ratio of direct subordinates per supervisor identifies the span of control at the supervisory level by showing the average number of staff supervised by each supervisor. It was calculated by dividing the total number of staff who reported directly to supervisors by the total number of supervisors.

Ratio of Direct Subordinates per Lead

The ratio of direct subordinates per lead identifies the span of control at the lead level by showing the average number of staff whose work is directed by a lead worker. It was calculated by dividing the total number of staff who reported directly to leads by the total number of lead staff.

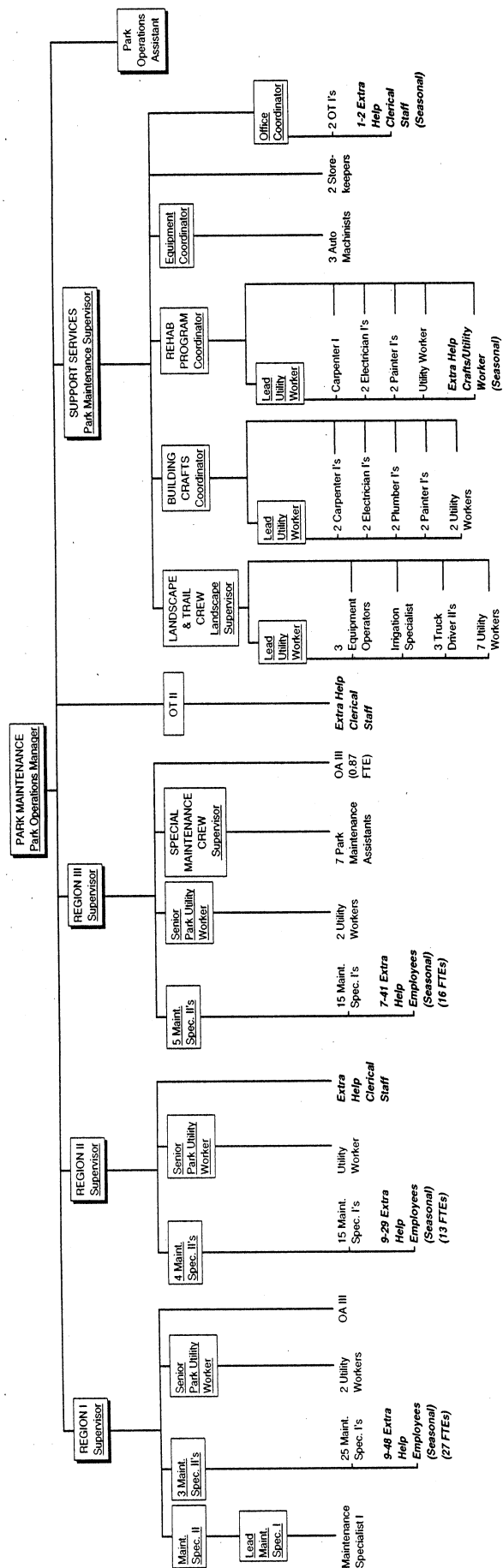
APPENDIX 2

PARKS DIVISION - 1993



**This chart reflects the Parks Division organization in 1993 as a division within the Department of Parks, Planning and Resources. After a county-wide reorganization in which Parks became its own department, the Office of Open Space and the Parks CIP Section were moved to other departments. However, five of the positions [three Planner II's (the trails coordinator and two project managers), ASO II, and OT I] from those two sections remained in the Parks Department as positions within the Program Development and Land Management Section (see Appendix 3).

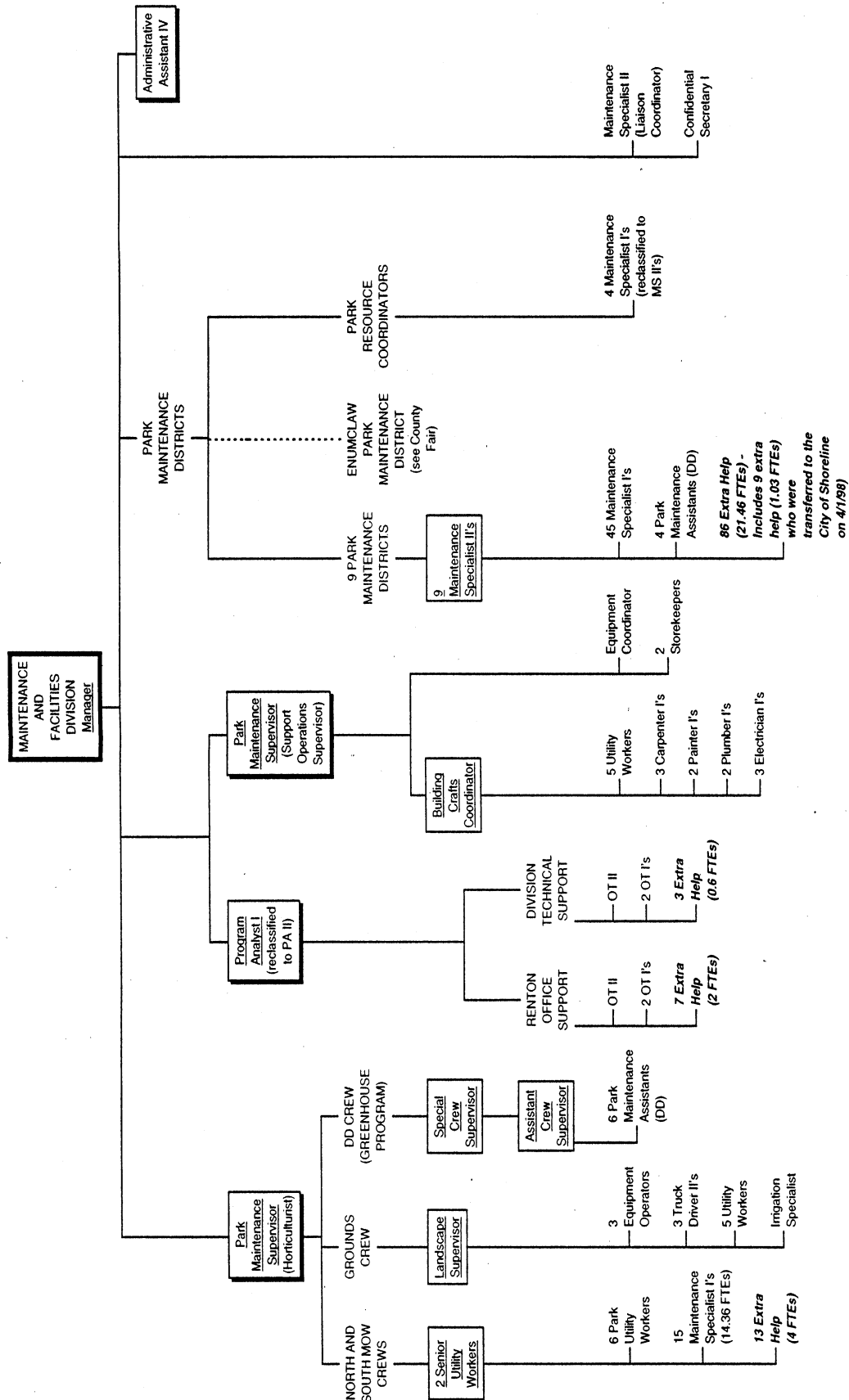
PARKS DIVISION - 1993



PARKS DEPARTMENT - 1998

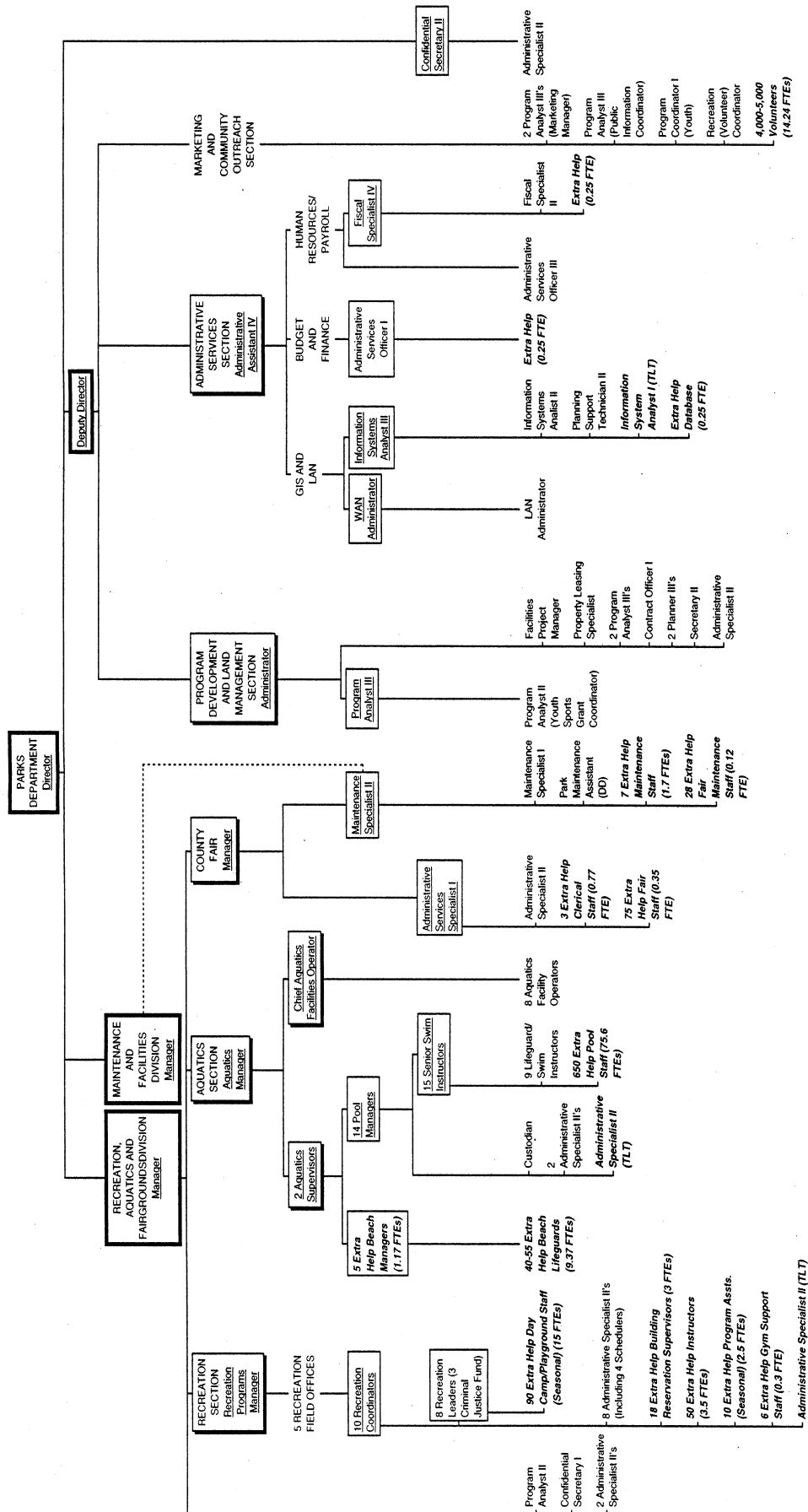


APPENDIX 3 (continued)
 PARKS DEPARTMENT - 1998

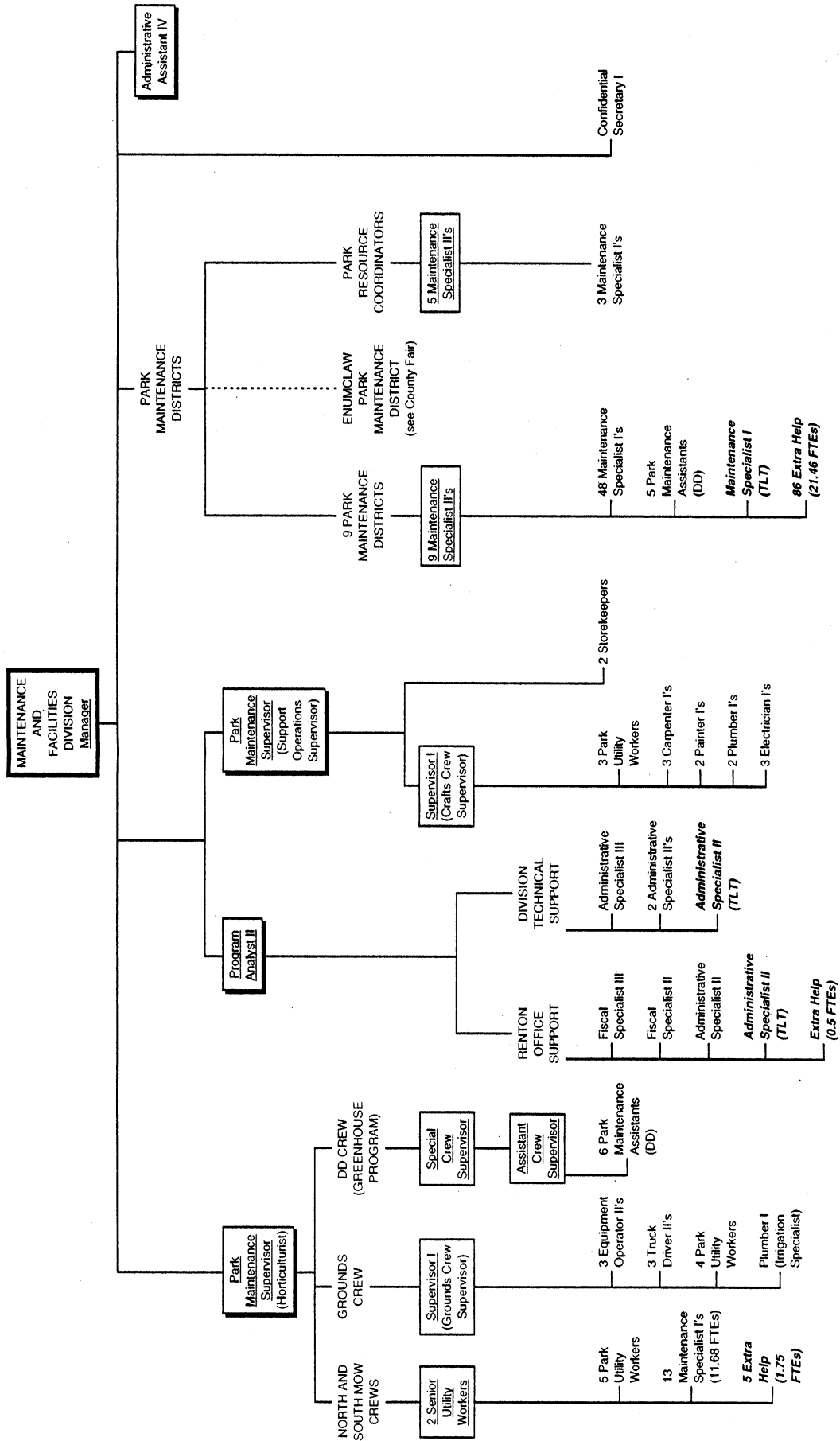


APPENDIX 4

PARKS DEPARTMENT - 2000



APPENDIX 4 (continued)
PARKS DEPARTMENT - 2000



APPENDIX 5

DETAILED COMPARISON OF SPAN OF CONTROL RATIOS – 1993, 1998, AND 2000

Section	Organizational Layers	Average Span of Control	Management as a % of Total Personnel	Ratio of Employees to Management	Direct Subordinates per Manager	Direct Subordinates per Supervisor	Direct Subordinates per Lead
Including extra help/seasonal staff converted to FTEs:							
1993 PARKS DIVISION	6	5.19	19.22%	4.20	6.50	5.68	4.70
Division Manager	N/A	5.00	N/A	N/A	6.50	N/A	1.00
Budget, Finance & Personnel	2	5.00	16.67%	5.00	N/A	5.00	N/A
Aquatics Section	5	4.74	20.98%	3.76	N/A	5.75	4.13
Recreation and Facilities Use Management	4	4.75	20.80%	3.81	N/A	5.67	4.46
County Fair	3	3.50	26.67%	2.75	N/A	3.00	3.67
Combined Aquatics Section, Recreation and Facilities Use Management, and County Fair (provided for comparison purposes with future years)	5	4.70	21.20%	3.72	N/A	5.38	4.20
Park Maintenance Section	5	6.25	15.93%	5.28	N/A	5.77	6.04
Office of Open Space	2	10.00	9.09%	10.00	N/A	10.00	N/A
Parks Capital Improvements	3	3.00	25.00%	6.00	N/A	5.00	2.00
1998 PARKS DEPARTMENT	7	5.02	19.87%	4.03	7.75	4.98	4.44
Department Director	N/A	4.62	N/A	N/A	5.00	N/A	N/A
Program Development and Land Management	3	5.00	18.75%	4.33	N/A	10.00	2.50
Human Resources/Payroll	2	2.00	33.33%	2.00	N/A	2.00	N/A
Budget and Finance	2	2.00	33.33%	2.00	N/A	2.00	N/A
Marketing and Community Outreach	3	7.62	12.32%	7.12	N/A	N/A	7.12
Recreation, Aquatics and Fairgrounds Division	6	3.90	25.52%	2.92	4.00	4.86	3.28
Maintenance and Facilities Division	5	8.65	11.49%	7.71	19.00	5.53	8.52
2000 PARKS DEPARTMENT	7	4.56	21.88%	3.57	12.06	5.97	3.57
Department Director	N/A	4.70	N/A	N/A	12.12	7.50	1.29
Program Development and Land Management	3	5.50	16.67%	5.00	N/A	10.00	1.00
Administrative Services	3	2.35	42.55%	1.35	N/A	5.00	1.44
Recreation, Aquatics and Fairgrounds Division	6	3.59	27.70%	2.61	7.00	5.86	2.73
Maintenance and Facilities Division	5	6.77	14.69%	5.81	19.00	5.17	6.34

APPENDIX 5 (Continued)

Section	Organizational Layers	Average Span of Control	Management as a % of Total Personnel	Ratio of Employees to Management	Direct Subordinates per Manager	Direct Subordinates per Supervisor	Direct Subordinates per Lead
Excluding extra help/seasonal staff:							
1993 PARKS DIVISION	6	3.09	32.27%	2.10	6.50	5.56	2.22
Division Manager	N/A	7.00	N/A	N/A	6.50	N/A	N/A
Budget, Finance & Personnel	2	5.00	16.67%	5.00	N/A	5.00	N/A
Aquatics Section	4	2.17	45.10%	1.22	N/A	5.00	1.42
Recreation and Facilities Use Management	4	1.37	70.37%	0.42	N/A	5.67	0.44
County Fair	3	1.50	50.00%	1.00	N/A	3.00	1.00
Combined Aquatics Section, Recreation and Facilities Use Management, and County Fair (provided for comparison purposes with future years)	4	1.84	53.66%	0.86	N/A	5.00	0.94
Park Maintenance Section	5	4.48	22.14%	3.52	N/A	5.60	3.96
Office of Open Space	2	6.00	14.29%	6.00	N/A	6.00	N/A
Parks Capital Improvements	3	3.00	25.00%	6.00	N/A	5.00	2.00
1998 PARKS DEPARTMENT	7	3.40	29.28%	2.42	7.00	4.58	2.52
Department Director	N/A	3.44	N/A	N/A	5.00	N/A	N/A
Program Development and Land Management	3	5.00	18.75%	4.33	N/A	10.00	2.50
Human Resources/Payroll	2	2.00	33.33%	2.00	N/A	2.00	N/A
Budget and Finance	2	1.00	50.00%	1.00	N/A	1.00	N/A
Marketing and Community Outreach	2	1.00	50.00%	1.00	N/A	N/A	1.00
Recreation/Aquatics Division	6	1.92	51.58%	0.94	4.00	7.17	1.05
Maintenance and Facilities Division	5	7.21	13.77%	6.26	19.00	4.67	6.87
2000 PARKS DEPARTMENT	7	3.20	31.15%	2.21	8.50	4.82	2.14
Department Director	N/A	3.44	N/A	N/A	2.00	7.50	1.20
Program Development and Land Management	3	5.50	16.67%	5.00	N/A	10.00	1.00
Administrative Services	3	2.25	40.00%	1.50	N/A	5.00	1.33
Recreation, Aquatics and Fairgrounds Division	6	1.88	52.75%	0.90	7.00	5.67	0.76
Maintenance and Facilities Division	5	10.58	9.41%	4.75	19.00	4.33	5.20

APPENDIX 5 (Continued)

Section	Organizational Layers	Average Span of Control	Management as a % of Total Personnel	Ratio of Employees to Management	Direct Subordinates per Manager	Direct Subordinates per Supervisor	Direct Subordinates per Lead
Including total number of extra help/seasonal staff:							
1993 PARKS DIVISION	6	16.35	6.11%	15.36	6.50	5.88	18.08
Division Manager	N/A	39.25	N/A	N/A	6.50	N/A	300.00
Budget, Finance & Personnel	2	5.00	16.67%	5.00	N/A	5.00	N/A
Aquatics Section	5	9.02	11.06%	8.04	N/A	6.50	8.78
Recreation and Facilities Use Management	4	32.95	3.03%	32.00	N/A	5.67	37.94
County Fair	3	32.00	3.13%	31.00	N/A	3.00	41.33
Combined Aquatics Section, Recreation and Facilities Use Management, and County Fair (provided for comparison purposes with future years)	5	16.96	5.89%	15.97	N/A	5.38	18.03
Park Maintenance Section	5	8.22	12.12%	7.25	N/A	5.80	8.33
Office of Open Space	2	10.00	9.09%	10.00	N/A	10.00	N/A
Parks Capital Improvements	3	3.00	25.00%	6.00	N/A	5.00	2.00
1998 PARKS DEPARTMENT	7	71.12	1.41%	70.13	7.75	5.92	84.52
Department Director	N/A	503.20	N/A	N/A	5.00	N/A	N/A
Program Development and Land Management	3	5.00	18.75%	4.33	N/A	10.00	2.50
Human Resources/Payroll	2	2.00	33.33%	2.00	N/A	2.00	N/A
Budget and Finance	2	2.00	33.33%	2.00	N/A	2.00	N/A
Marketing and Community Outreach	3	2500.50	0.04%	2500.00	N/A	N/A	2500.00
Recreation/Aquatics Division	6	19.26	5.19%	18.27	4.00	8.00	20.56
Maintenance and Facilities Division	5	12.95	7.69%	12.00	19.00	8.00	13.47
2000 PARKS DEPARTMENT	7	66.92	1.49%	65.93	1,258.50	6.36	15.29
Department Director	N/A	503.60	N/A	N/A	2505.00	7.50	1.67
Program Development and Land Management	3	5.50	16.67%	5.00	N/A	10.00	1.00
Administrative Services	3	2.80	35.71%	1.80	N/A	5.00	2.00
Recreation, Aquatics and Fairgrounds Division	4	17.85	5.60%	16.87	7.00	6.50	18.83
Maintenance and Facilities Division	5	9.67	10.30%	8.71	19.00	5.33	9.80

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APPENDIX 6

COMPARISON OF PARKS DEPARTMENT STAFFING AND SALARIES BY MANAGEMENT LEVEL AND AS PERCENTAGES OF THE TOTALS – 1993, 1998, AND 2000

BY MANAGEMENT LEVEL:	1993			1998			2000		
	*No. of Employees	% of Total	**Salaries	*No. of Employees	% of Total	**Salaries	*No. of Employees	% of Total	
Managers	2.00	0.38%	\$138,452	4.00	0.94%	\$298,368	4.00	0.99%	
Supervisors	14.00	2.64%	691,830	12.00	2.83%	605,580	11.00	2.73%	
Leads	86.00	16.19%	2,504,212	71.17	16.77%	2,506,995	76.17	18.92%	
Subtotal	102.00	19.20%	\$3,334,494	87.17	20.54%	\$3,410,943	91.17	22.65%	
Employees	429.20	80.80%	9,461,359	337.20	79.46%	8,842,981	311.35	77.35%	
Total	531.20	100.00%	\$12,795,853	424.37	100.00%	\$12,253,924	402.52	100.00%	
BY EEO CATEGORY:									
Administrative	2.00	0.38%	\$153,775	3.00	0.71%	\$229,785	3.00	0.75%	
Professional	56.00	10.54%	2,388,727	53.00	12.49%	2,342,840	58.25	14.47%	
Technician	0.00	0.00%	0	2.00	0.47%	75,616	1.00	0.25%	
Office/Clerical	29.00	5.46%	670,382	34.39	8.10%	920,445	36.12	8.97%	
Skill Craft	23.00	4.33%	1,011,203	15.00	3.53%	682,305	14.00	3.48%	
Service Maintenance	180.40	33.96%	5,353,475	150.64	35.50%	4,921,502	147.71	36.70%	
Paraprofessional	240.80	45.33%	3,218,291	166.34	39.20%	3,081,431	142.44	35.39%	
TOTAL	531.20	100.00%	\$12,795,853	424.37	100.00%	\$12,253,924	402.52	100.00%	
BY PERMANENT AND NONPERMANENT STAFF:									
Permanent Staff	240.20	45.22%	\$8,860,965	262.03	61.75%	\$9,381,314	258.68	64.27%	
Extra Help Staff	291.00	54.78%	3,934,888	162.34	38.25%	2,872,610	143.84	35.73%	
TOTAL	531.20	100.00%	\$12,795,853	424.37	100.00%	\$12,253,924	402.52	100.00%	

* No. of Employees excludes 1 volunteer FTE during 1993 and 14.24 volunteer FTEs during 1998 and 2000

** Complete salary data not available for 2000

SOURCES: Parks Department Organization Charts, Salary Allocation List, EEO Category List, and Standardized Salary Schedule

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APPENDIX 7

POSITION TITLES BY EEO CATEGORY*

EEO CATEGORY	1993	1998	2000
Administrative	1.00 Parks Division Manager 1.00 Property Manager <u>2.00</u>	1.00 Director 1.00 Maintenance & Facilities Division Mgr. 1.00 Recreation & Aquatics Division Mgr. <u>3.00</u>	1.00 Director 1.00 Maintenance & Facilities Division Mgr. 1.00 Recreation & Aquatics Division Mgr. <u>3.00</u>
Technician	<u>0.00</u>	2.00 Planning Support Technician II 2.00	1.00 Planning Support Technician II 1.00
Office/Clerical	1.00 Confidential Secretary I 2.87 Office Assistant III 2.00 Office Coordinator 4.00 Office Technician II 11.33 Office Technician I 2.00 Storekeeper 5.80 Seasonal, Temporary, Extra Help	1.00 Administrative Services Specialist 1.00 Confidential Secretary II 2.00 Confidential Secretary I 7.00 Office Technician II 16.67 Office Technician I 2.00 Storekeeper 4.72 Seasonal, Temporary, Extra Help	1.00 Administrative Specialist III 18.00 Administrative Specialist II 1.00 Administrative Services Specialist I 1.00 Confidential Secretary II 2.00 Confidential Secretary I 1.00 Fiscal Specialist IV 1.00 Fiscal Specialist III 2.00 Fiscal Specialist II 1.00 Secretary II 2.00 Storekeeper <u>6.12</u> Seasonal, Temporary, Extra Help 36.12
Subtotal	<u>29.00</u>	<u>34.39</u>	

*Italicized positions are administrative and support positions.

APPENDIX 7 (Continued)

EEO CATEGORY	1993	1998	2000
Professional	1.00 Administrative Services Officer III 1.00 Administrative Services Officer II 1.00 Associate Manager 1.00 Facilities Project Manager 3.00 Planner III 1.00 Program Analyst III 1.00 Aquatics Manager 2.00 Aquatics Supervisor 1.00 County Fair Manager 1.00 Park Maintenance Supervisor 1.00 Park Operations Assistant 1.00 Park Operations Manager (Chief) 18.00 Pool Manager 17.00 Recreation Coordinator 1.00 Recreation Program Manager 2.00 Recreation Supervisor 3.00 Region Supervisor <u>56.00</u>	1.00 Administrative Assistant IV 2.00 Administrative Services Officer III 1.00 Administrative Services Officer II 1.00 Administrative – PDLM 1.00 Contract Officer I 1.00 Deputy Director 1.00 Facilities Project Manager 2.00 LAN Administrator 3.00 Planner III 4.00 Program Analyst III 1.00 Program Analyst II 1.00 Program Analyst I 1.00 Program Coordinator 1.00 Property Leasing Specialist 1.00 Aquatics Manager 2.00 Aquatics Supervisor 1.00 County Fair Manager 2.00 Park Maintenance Supervisor 14.00 Pool Manager 11.00 Recreation Coordinator 1.00 Recreation Programs Manager <u>53.00</u>	2.00 Administrative Assistant IV 1.00 Administrative Services Officer III 1.00 Administrative Services Officer I 1.00 Administrative - PDLM 1.00 Contract Officer I 1.00 Deputy Director 1.00 Facilities Project Manager 1.00 Information Systems Analyst III 1.00 Information Systems Analyst II 1.00 LAN Administrator 2.00 Planner III 6.00 Program Analyst III 3.00 Program Analyst II 1.00 Program Coordinator 1.00 Property Leasing Specialist 1.00 WAN Administrator 1.25 Seasonal, Temporary, Extra Help 1.00 Aquatics Manager 2.00 Aquatics Supervisor 1.00 County Fair Manager 2.00 Park Maintenance Supervisor 14.00 Pool Manager 11.00 Recreation Coordinator 1.00 Recreation Programs Manager <u>58.25</u>
Subtotal	<u>56.00</u>	<u>53.00</u>	<u>58.25</u>
Skill Craft	1.00 Aquatics System Supervisor 3.00 Auto Machinist 1.00 Building Crafts Coordinator 3.00 Carpenter I 4.00 Electrician I 1.00 Equipment Coordinator 3.00 Equipment Operator 4.00 Painter I 2.00 Plumber I 1.00 Seasonal, Temporary, Extra Help <u>23.00</u>	1.00 Aquatics System Supervisor 3.00 Carpenter I 3.00 Electrician I 1.00 Equipment Coordinator 3.00 Equipment Operator 2.00 Painter I 2.00 Plumber I <u>15.00</u>	3.00 Carpenter I 3.00 Electrician I 3.00 Equipment Operator II 2.00 Painter I 3.00 Plumber I <u>14.00</u>
Subtotal	<u>23.00</u>	<u>15.00</u>	<u>14.00</u>

APPENDIX 7 (Continued)

EEO CATEGORY	1993	1998	2000
Service Maintenance	1.00 Chief Pool Operator 1.00 DD Maintenance Crew Supervisor 1.00 Irrigation Specialist 1.00 Landscape Supervisor 14.00 Maintenance Specialist II 58.00 Maintenance Specialist I 7.00 Park Maintenance Assistant (DD) 10.00 Pool Operator 1.00 Rehabilitation Program Coord. 3.00 Senior Park Utility Worker 3.00 Truck Driver II 18.00 Utility Worker 62.4 Seasonal, Temporary, Extra Help Subtotal 180.40	9.00 Aquatics Facility Operator 1.00 Assistant Crew Supervisor 1.00 Building Crafts Coordinator 1.00 Chief Aquatics Facilities Operator 1.00 Custodian 1.00 Irrigation Specialist 1.00 Landscape Supervisor 15.00 Maintenance Specialist II 60.36 Maintenance Specialist I 11.00 Park Maintenance Assistant (DD) 2.00 Senior Park Utility Worker 1.00 Special Crew Supervisor 3.00 Truck Driver II 16.00 Utility Worker 27.28 Seasonal, Temporary, Extra Help 150.64	8.00 Aquatics Facility Operators 1.00 Assistant Crew Supervisor 1.00 Chief Aquatics Facilities Operator 1.00 Custodian 15.00 Maintenance Specialist II 63.68 Maintenance Specialist I 12.00 Park Maintenance Assistant (DD) 12.00 Park Utility Worker 2.00 Senior Utility Worker 1.00 Special Crew Supervisor 2.00 Supervisor I 3.00 Truck Driver II 26.03 Seasonal, Temporary, Extra Help 147.71
Paraprofessional	2.00 Recreation Leader 17.00 Senior Swim Instructor 221.80 Seasonal, Temporary Extra Help Subtotal 240.80	13.00 Lifeguard/Swim Instructor 8.00 Recreation Leader 15.00 Senior Swim Instructor 130.34 Seasonal, Temporary, Extra Help 166.34	9.00 Lifeguard/Swim Instructor 8.00 Recreation Leader 15.00 Senior Swim Instructor 110.44 Seasonal, Temporary, Extra help 142.44
TOTAL	531.20 FTEs	424.37 FTEs	402.52 FTEs

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APPENDIX 8

EXECUTIVE RESPONSE



King County Executive
RON SIMS

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KING COUNTY AUDITOR

November 22, 2000

Don Eklund
King County Auditor
516 Third Avenue, Room W-1020
Seattle, WA 98104-3272

Dear Mr. Eklund:

Thank you for the opportunity to respond to the Parks Span of Control report issued on November 8, 2000. As stated in the report, the purpose of the audit was to compare changes between 1993 and 2000 in the span of control and the ratio of administrative and support staff to service and program staff in the Department of Parks and Recreation.

The audit's focus only on the Parks and Recreation Department makes it difficult to compare span of control issues covered in the report to those in other departments. In addition, the audit does not explore reasons such as program changes, workload increases or funding challenges to help put the audit findings and conclusions in a context of actual work performed by the department.

Despite these limitations, it is always useful to review organizations over time to ensure that the goals are consistent with the County's goals to provide quality services to the public. I agree with the audit findings and recommendations. I have asked the department to provide me by June 1, 2001 an analysis of alternative organizational structures that responds to these recommendations. Any changes in organizational structure could then be reflected in the department's proposed budget for 2002.

A more detailed response to the audit recommendations is discussed below.

Finding 1 -- Recommendations

1- 1	The executive should review the organizational structure of the Parks Department to identify where organizational layers can be eliminated to bring the number of layers in line with what is recommended by contemporary organizational management authors.
1-2	The executive should review the organizational structure of the Parks Department to identify where management positions, and especially lead positions, can be eliminated or converted to non-management employee positions to increase its span of control, improve its provision of services to customers, and reduce management and administrative salary costs.
1-3	After completing recommendations 1-1 and 1-2, the executive should initiate negotiations with the appropriate labor unions to implement organizational changes that will impact represented employees.

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APPENDIX 8 (Continued)

Don Eklund
November 22, 2000
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Organizational Layers

The increase in organizational layers from six to seven between 1993 and 2000 is an artifact of the reorganization of Parks from a division into a department. Two new operating divisions were created. While the former Maintenance Section was converted into the new Facilities and Maintenance Division with no increase in management staffing, a new manager position was established to run the new Recreation, Aquatics and Fairgrounds Division. I support this division structure as it has provided a clear point of leadership and accountability for all of Parks' programs.

The audit's focus on the highest number of organizational layers anywhere in the department also masked the elimination of an entire organizational layer of regional supervisors in the Facilities and Maintenance Division during this same time frame. The department will continue to look for opportunities such as this to reduce layers where it can be implemented.

Span of Control

We appreciate the audit's acknowledgment that the temporary staffing level in the department in 1993 was overestimated. An overestimate in temporary staffing produces a higher span of control in 1993. In comparison, accurately reported staffing levels for temporary employees in 2000 would appear as a reduction in the span of control. Because of the likelihood of over-reporting in 1993, the audit finds that the span of control may have remained fairly constant from 1993 to 2000.

This is a significant finding, because it means that the department's efforts in the last two years to start up a new program in resource lands management within the Maintenance and Facilities Division, have been accomplished without significantly decreasing the span of control of the department as a whole.

The resource management program in the department currently consists of five leads and three staff that are shared among them. The leads and staff form teams with other department personnel, employees from other departments, the community and non-profit groups to achieve resource preservation goals on park and open space land. This sort of teamwork and coordination does not fit a hierarchical model, and although increasingly common and an efficient way to accomplish work, can lead to an apparent decrease of span of control.

New analytical models should be sought, or more attention given to the way work is accomplished, before conclusions are drawn that appear to indicate a lack of efficiency. It may be helpful to look at the cost of accomplishing a unit of work under both models (hierarchical with a traditional workforce vs. a lead managing a short-term team of county and volunteer workers) as a way to give a more balanced picture of the value of this approach.

APPENDIX 8 (Continued)

Don Eklund
November 22, 2000
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Definition of Management to Include Leads

As discussed above, the methodology employed in this study is flawed because lead staff are included along with managers and supervisors in the definition of “management.” This point was raised in Executive Locke’s March 11, 1994 response when your office conducted the 1994 span of control study of all County departments. My understanding is your staff asserted this methodology needed to be maintained for this audit to provide consistency with the 1994 report.

As happened in many departments, the number of leads has increased in the Department between 1993 and 2000 in part to respond to the reduction of supervisory staff. Leads are needed to provide general guidance and leadership to staff providing direct service, but they also provide direct service to the public on a daily basis. The use of leads should be accepted as a valid model for effectively and efficiently getting work done. County departments should not be criticized for using a smart, cost-effective strategy.

Nature of Parks Work

Finally, it is a misperception that Parks work is “largely routine” and therefore a good candidate in all situations for increasing the span of control. The Park System is geographically dispersed. It includes over 24,000 acres of land, 100 miles of trails, and 165 parks. Staff are responsible for the safety of millions of patrons each year. They are constantly assessing the environment for risk factors to prevent accidents, or responding to emergency situations that do occur. These activities are of a larger scale than most park departments are asked to handle. These factors must be considered in analyzing opportunities to eliminate supervisors or leads in the Parks Department in the future.

Finding 2 -- Recommendations

2-1	The executive should review the organizational structure of the Parks Department to determine if there are areas where overhead FTEs can be eliminated or converted to service/program FTEs to reduce the percentage of administrative support costs.
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Transition from a Division to a Department

The audit notes that the former Parks Division of the Department of Parks, Planning, and Cultural Resources became the Department of Parks and Recreation in 1994 as part of the consolidation of the Municipality of Metropolitan Seattle (Metro) and King County. The audit failed to identify some key reasons administrative staff increased as a direct result of this change. The examples below indicate the types of expanded responsibilities that cause an increase in staff over time. Each example supports a county goal and requires a careful, adequately funded and staffed approach to be successful.

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Establishment of Administrative Functions

As a department, Parks and Recreation had to establish key administrative functions to support its operations. This is particularly the case in technology support. Since 1993, the department has installed a wide area network to connect its 40 plus facilities; the geographic information system (GIS) was enhanced to produce maps, and to assist in program development, facilities maintenance and management. Staff was hired to install a new computerized registration and accounting system which will move the department from paper registration forms to registration on the Internet in the near future. These investments and others help the department be more efficient and effective through the use of technology.

Risk Management and Training Needs

The department has increased training of both full-time and temporary staff in such areas as worker safety, blood-borne pathogens, disability accommodation, anti-sexual harassment, anti-violence, and working with at-risk populations. The Safety Office recognized the department for its efforts in reducing the number of worker injury cases from 70 in 1997 to 44 in 1999, the best record of any County department. This is to be commended and recognized as a worthwhile effort to ensure worker and patron safety.

Emergency Preparedness

The department has taken significant steps to build emergency preparedness into its operations. The department has an Emergency Plan detailing roles and responsibilities for staff, emergency supply containers are strategically located at 12 park sites throughout the county, and park facilities are identified for use as shelters and organizing points.

Regional Role

The Parks and Recreation Department has been assuming an increased leadership role in several key areas. This has contributed to increases in administrative staff in the department.

- Staff was recently hired to recruit and establish a new Youth and Active Recreation Commission to advise the Executive and the Council about how the County, cities, and school districts are meeting the area's recreational needs.
- The department has expanded its interpretive and environmental learning programs. These programs help school districts in King County meet new statewide standards for environmental education. The department receives revenue for conducting these classes and sees this as an area of future growth.

The department is committed to ensuring that administrative resources are being shared to the greatest extent possible. They believe, however, that their administrative to service and program staff ratio would compare favorably with other County departments

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Conclusion

I am committed to work with all the departments in county government, not just Parks, to continue to make progress toward the goals discussed in the audit report to reduce organizational layers, increase the span of control, and optimize the ratio of administrative staff to service staff to improve the services provided to the citizens of King County.

I look forward to discussing this response with you and the Metropolitan King County Council. If you have any questions about my response to the Parks Span of Control audit, please call Craig Larsen, Director of the King County Park System at (206) 296-8631.

Sincerely,



Ron Sims
King County Executive



cc: Paul Tanaka, Deputy County Executive
Pat Steel, Director, Office of Budget
ATTN: Dave Lawson, Executive Audit Services
Craig Larsen, Director, King County Park System

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